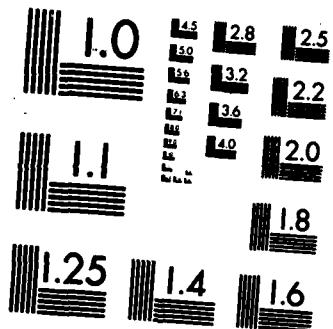


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REORGANIZATION OF RDT&E WITHIN DMA

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Defense Mapping Agency
Washington, D.C. 20305-3000

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ABSTRACT

DMA has recently made organizational changes in order to be more responsive to the Agency needs for research, development, engineering, acquisition and integrated logistics planning. A reorganization of the HQ DMA R&D staff and functions, together with the formation of a new DMA component, are the changes which have been initiated. The new DMA component, the Development, Engineering and Support Center (DESC), will consolidate and focus DMA's efforts in these vital areas.

BACKGROUND

DMA faces significant challenges in the future due to changes in technology and evolving systems requiring MC&G support. A mandatory conversion program has been underway since 1982. In the early 1990's new production systems, which will take advantage of digital technology, will be installed at the DMA production centers. The development of a modernized DMA production environment is a formidable development task, and it must be followed by extensive transition engineering and integration into existing and new facilities. Planning for maintenance of hardware and software for these new systems must begin early enough to ensure a full operational capability. Strict configuration control must be exercised over existing and interim systems to ensure that newly developed systems will integrate properly.

With respect to MC&G support, advanced systems are often approved for development without consideration to the volume, content or accuracy of MC&G data necessary to support system operations. Contractors and Military Department planners alike presume that DMA already has available MC&G data in unlimited quantity at extremely high resolutions.

It is evident that for DMA to be responsive to its changing environment and to ensure success of the R&D program, organizational changes are necessary. Development is

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19. ABSTRACT (Continue on reverse if necessary and identify by block number) DMA has recently made organizational changes in order to be more responsive to the Agency needs for research, development, engineering, acquisition and integrated logistics planning. A reorganization of the HQ DMA R&D staff and functions, together with the formation of a new DMA component, are the changes which have been initiated. The new DMA component, the Development, Engineering and Support Center (DESC), will consolidate and focus DMA's efforts in these vital areas.												
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Hardware and software maintenance program. ADP and investment procurement program. RDT&E.

occurring throughout the agency with the mandatory conversion program being managed apart from other research efforts. Centers of management are evolving that make communicating difficult. Improved mechanisms are needed for developing and evaluating the agency's technical program. A reduced level of detailed project management is required at HQ DMA in favor of increased emphasis on major policy issues and increased communication with system developers.

Considering these factors, the Director DMA has initiated a study to address DMA's organizational responsiveness to these problems. His guidance directed the following functions for the new organization:

- a. Execute the current functions of DMA's modernization program.
- b. Execute the Agency's configuration control program.
- c. Manage the Agency's non-modernization related R&D program.
- d. Execute major systems contracting.
- e. Manage the Agency's hardware and software maintenance program.
- f. Manage and execute the Agency's ADP and investment procurement program for mission equipment and software.
- g. Provide MC&G support for DoD advanced systems development.
- h. Manage and execute integrated logistics planning.

The study team used this guidance and developed a detailed organizational and operational concept which responded to these areas of concern. The Director has reviewed the recommendations of the team and approved the implementation plan leading to an IOC early in FY87.

HQ DMA ORGANIZATION CHANGES

The Systems and Techniques Directorate of HQ DMA has been replaced by the Research and Engineering Directorate. The new organization has the responsibility for the following staff functions:

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a. Analyzing advanced system requirements - This is a critical area that needs immediate attention. DMA will maintain close liaison with the Military Departments to promote information exchange and understand sooner the MC&G requirements for advanced systems. To ensure proper liaison DMA will have senior military or civilian personnel assigned to the offices of the Assistant Secretaries for R&D of the Military Departments, the office of the Under Secretary of Defense for Research and Engineering, the Strategic Defense Initiative Office and possibly some Unified and Specified Command R&D offices. This close working relationship is essential to early recognition of MC&G requirements during the concept definition phase of advanced systems.

b. Establishing policy, plans and program review for:

1. The DMA RDT&E program, including all aspects of modernization.
2. Procurement of mission equipment and ADP.
3. Agency-wide engineering support.
4. Technical education and training.
5. Control of system changes throughout the agency.

c. Executing oversight of the Military Departments' R&D in MC&G - DMA must coordinate the efforts of the Military Department R&D organizations to minimize redundant MC&G research and to focus maximum attention to the highest priority problems.

DEVELOPMENT, ENGINEERING AND SUPPORT CENTER

The Development, Engineering and Support Center (DESC) is a new component of DMA consolidating all RDT&E, engineering, acquisition and logistics planning functions in DMA. The nucleus of DESC is the former Special Program Office for Exploitation and Modernization (SPOEM), which directed the Agency's modernization program. The DESC will perform the detailed management of all DMA resources and programs involving research and development, engineering, integrated logistics planning, major production systems acquisition and configuration management. DESC will coordinate these activities among all the DMA components and with HQ DMA/RE.

The DESC will have responsibility for these functions:

a. Formulating and executing all DMA R&D programs - This includes the modernization program as well as follow-on efforts. DESC will plan and manage all 6.2 - 6.4 RDT&E projects and advanced systems development activities. To ensure consistency and standardization in development of new or improved production systems, DESC will operate the developmental configuration control board. Support to oversight of the total DoD MC&G R&D program will also be performed by DESC.

b. Providing Agency wide engineering support - DESC will be responsible for planning and executing changes to the DMA modernized production system. The engineering for transition and integration is an important part of this function. DESC will manage the Agency's technical engineering resources.

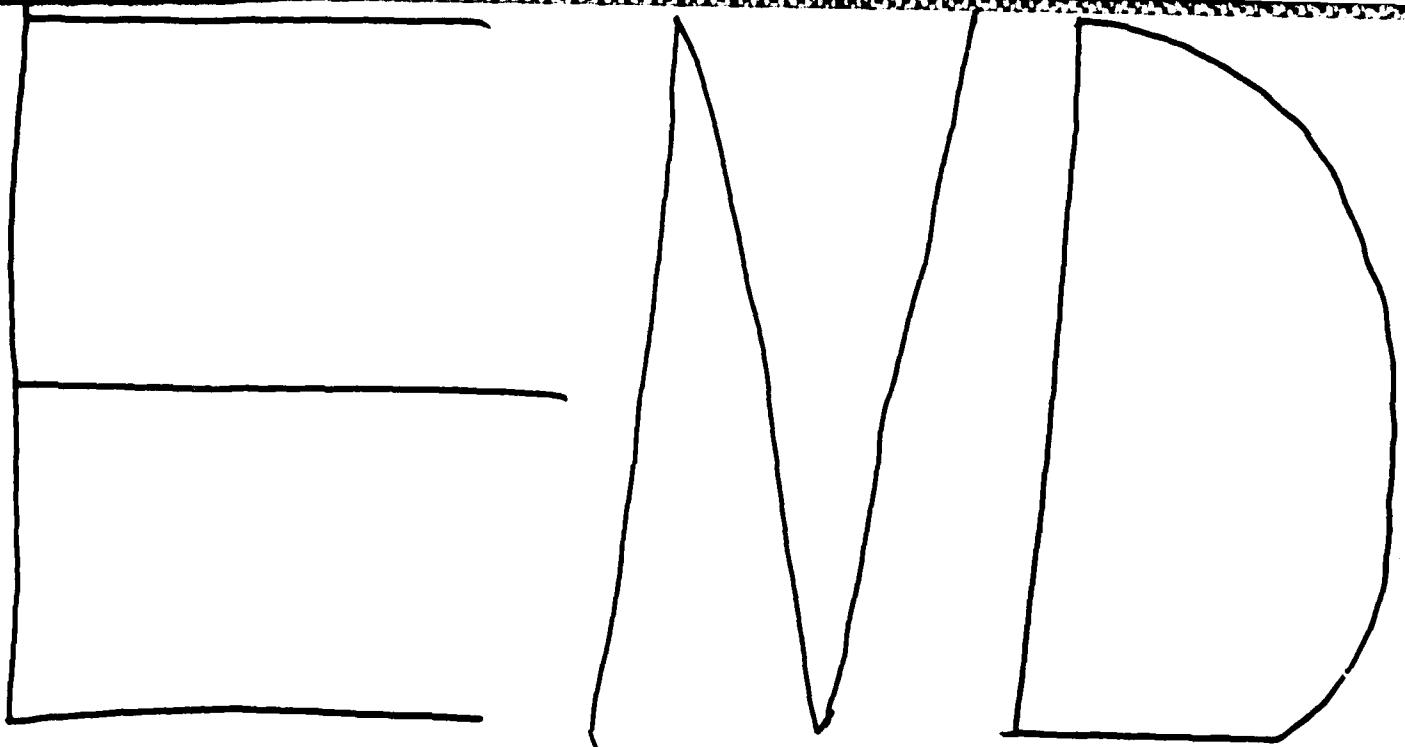
c. Providing operational support - DESC will establish and manage a depot maintenance system for the modernized production system. Hardware and software maintenance for the modernized production system, together with the operational configuration control board, will also be a DESC responsibility.

d. Planing and executing the acquisition program - Acquisition of all R&D, mission technical equipment, mission ADP and hardware/software maintenance for the modernized production system will be centralized at DESC. A dedicated cadre of procurement and engineering professionals will manage the complex acquisitions which are anticipated in the future.

e. Planing and executing integrated logistics support - Integrated logistics support systems planning and facilities planning for the modernized production system will be performed by DESC. This initiates a program of life-cycle management of DMA modernized production system assets.

SUMMARY

In summary, the new structures of the DMA RDT&E organizations are more responsive to Agency needs. There will be an increased focus on all research and development tasks with emphasis on improving coordination and program integration within DMA. The new organizations will also result in closer interaction with the Military Departments to ensure that MC&G requirements of the future are met.



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